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TENTATIVE PROPOSAL FOR WORK BY [REDACTED]

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Broadly speaking what [REDACTED] might do over some period of time, to assist CIA in the establishment of a selection and evaluation program falls into three phases:

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- 1) A survey, chiefly of a fact-finding nature and oriented to the question of the use of tests in selection and assignment in CIA.
- 2) The conduct of studies which might be formulated as a result of the survey.
- 3) Assisting CIA personnel in putting recommendations into effect.

It is recognized that phases two and three would probably overlap in time, since it might be possible to start initiating certain positive steps as an immediate result of the survey without having to wait for the results of additional studies.

While the urgency of moving ahead as rapidly as possible is recognized, it would probably be more satisfactory to hold in abeyance any conclusions about the part that [REDACTED] might take in phases two and three until some survey at least of a limited nature could be completed. That should point up a number of peripheral questions that can now only be guessed at, and it should result in a clearer definition of what additional program might be expected either by CIA or [REDACTED] if additional work were to be carried forward.

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It is proposed that such a survey be undertaken, to consider the use of tests within the broad setting of recruitment, selection, placement, evaluation, training, and promotion. Although it would be desirable to include as a part of the survey very extensive work on the development of criteria and other matters of a similarly difficult nature, as a first step the survey might be based on information that is presently available or readily attainable so that at least primary findings might be reported within a period of about six weeks. It is hoped that in some instances

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more or less final recommendations of steps for action would come out of such a survey. It is more probable, however, that such recommendations would affect in a critical way only a limited part of the desired objectives, and an important goal for the survey would be to determine what further studies and investigations would be necessary in order to reach the stage of final recommendations.

It is understood that CIA is interested in developing a career service and that particular attention would be paid to this in the survey.

To conduct the survey [redacted] would assign two men full time who would make a thorough investigation of the problems and present procedures of the CIA. Several other members of the [redacted] staff would be brought into consultation from time to time and in the preparation of the report and recommendations.

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Since the amount of work to be done is impossible to estimate with any degree of exactness, it is proposed that the survey be conducted on the basis of a contract covering payment of costs plus a fixed fee of \$600. Pending more information on the magnitude of the job, it is assumed the total cost would be about ~~\$15,000~~ but might be considerably less.

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January 24, 1951

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*15 Feb. to June 30*

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